

Office of Employee Concerns

United States Department of Energy



Employee Concerns Program Activity Report 1998

Reader's Guide to the 1998 Employee Concerns Activities Report

This is the third year the Department of Energy (DOE) Office of Employee Concerns has prepared a report on the DOE Employee Concerns Program (ECP) activities. The report is intended to provide an overview of DOE's employee concerns program activities, and the progress made in carrying out the goals of the DOE employee concerns programs during calendar year 1998. We have enhanced the collection of data throughout the DOE complex to include in this year's report information regarding the rate concerns were substantiated, and comparisons between the age of open concerns at the end of calendar years 1996 and 1998.

Section I of the 1998 Employee Concerns Activity Report offers an overview of the DOE program activities, including the program goals and scope, significant accomplishments by headquarters and field elements of the program, the development of a DOE employee concerns tracking system, and future actions. Section II has been divided into two subsections: A, 1998 Employee Concerns Activity Levels, which provides the summary of data collected; and B, 1996-1998 Employee Concerns Program Trends, which compares certain employee concerns program data for the past three years. Section III describes future actions planned by the Headquarters Office of Employee Concerns. As we have in the previous reports, Appendix A lists the DOE employee concerns contacts and Appendix B lists the DOE Operations and field offices and the facilities under their jurisdiction.

We trust you will find the report informative and insightful. The Office of Employee Concerns is dedicated to making the Department's commitment of "zero tolerance of reprisal" to whistleblowers a reality. To this end, we have contracted with the National Academy of Public Administration to conduct a survey at our major field sites in 1999 to obtain feedback from employees who have used the ECP. NAPA's findings will enable us to ascertain if the Department is following through on its "zero tolerance" pledge.

While the OEC aims to continually improve our process, we are heartened by the consistency of our success rate, as borne out by the data collected in this report, as well as its predecessors in 1996 and 1997. Specifically, the Department continues to successfully resolve employee concerns at an approximate 80% rate, and the majority of the cases resolved are handled within three months.

This is not to say there are no challenges ahead. While the 1998 percentage of "open" cases for more than 6 months is lower than in past years, it is still too high (25%). In addition, efforts are underway to improve the coordination between OEC and other DOE offices that have responsibilities in the area of employee issues, including the Office of Environment, Safety and Health, the Office of Management and Administration, and the Office of Hearings and Appeals. Further, we intend to keep working closely with the Office of Alternative Dispute Resolution and encouraging our Employee Concerns Managers to identify and refer appropriate cases to that office for mediation.

If there are any questions or comments you may have regarding this report, please do not hesitate to contact your ECP contact listed in Appendix A. We are here to serve you.

William A. Lewis, Jr.
Director, Office of Employee Concerns

Richard S. Fein
Program Analyst
Office of Employee Concerns

"I am committed to...a work environment for both Federal and contractor employees that fosters free and open expression of safety concerns. Workers must have no fear of reprisals or retaliation."

Secretary of Energy Bill Richardson

Section I. OVERVIEW

-- Introduction

Secretary of Energy Bill Richardson has made it clear that it is the policy of DOE that employees have the right and responsibility to report concerns relating to the environment, safety, health, security, or management of DOE operations. Employees also have the right to receive a timely investigation and resolution of their concerns, and protection from reprisal or intimidation as a result of reporting the concerns.

One of the primary missions of the Headquarters Office of Employee Concerns (OEC) is to fulfill the Secretary's commitment to create an environment where employees are free to raise concerns without the fear of reprisal or retaliation. This is accomplished by providing the necessary leadership, policy guidance, and assistance to operations and field office ECP's throughout DOE. The employee concerns program has continued to operate in a consistent manner that strives to ensure that employee concerns are addressed in a full, fair, and timely manner, while involving management and the employees in the resolution process to the maximum extent possible.

O Employee Concerns Program Activities

The Headquarters Office of Employee Concerns. The second full year of operation of OEC saw the Office reaching completion of several critical tasks. Perhaps most important was the finalizing of the directives for the operation of the ECP. This involved the coordination of a Policy, Order and Guide through the directive process by publishing draft directives and revising these directives in light of comments received from offices throughout DOE. The final version of DOE Order 442.1, Employee Concerns Program, 442.1 and DOE Guide 442.1-1, Employee Concerns Program Guide, were issued on February 1, 1999. These documents can be found on the Office of Employee Concerns Home Page at <http://www.hr.doe.gov/ed/ec/ecmis.htm>.

Through much of 1998, OEC continued to take the lead in working with numerous DOE offices to reach final agreement on revisions to the DOE Contractor Employee Protection Program regulations, found at 10 CFR Part 708 (Part 708). The final version of the rule contains significant procedural improvements that will streamline complaint processing and, thereby, will provide benefits to all parties to the actions. As part of the changes to the rule, the DOE Office of Hearings and Appeals has been made the office with primary responsibility for the operation of the rule. (The rule was published in the Federal Register on March 15, 1999 as a Final Interim Rule.)

At its inception, OEC was given responsibility for carrying out the DOE objective of overseeing the identification and review of “old” (pre-1992) whistleblower reprisal complaints by the National Academy of Public Administration (NAPA). NAPA completed the outreach and case identification phase in 1998, and is expected to submit a final report to OEC by September 1, 1999.

During 1998, the Office of Employee Concerns participated in a number of meetings to publicize the DOE employee concerns office, and to promote coordination between the DOE employee concerns program and other DOE and contractor programs. Presentations were made at a public forum sponsored by the American University School of Law and the Government Accountability Project, meetings of the DOE Human Resources Directors; DOE and contractor counsels; and at an April 1998 safety meeting of DOE Operations and Field Office Managers.

In 1998, OEC conducted two conferences with the field element ECP managers. At each conference, ECP managers presented an overview of their respective ECP programs, their successes, best practices, challenges, and recommendations for program improvement. The conferences also included presentations by a wide range of guest speakers whose programs or activities have an impact on the employee concerns process. Speakers from DOE included a Special Assistant to the Secretary of Energy, an Operations Office Chief Counsel, and representatives from the Office of Safeguards and Security, the Office of Inspector General, and the Office of Hearings and Appeals. There was also a presentation by the Department’s Director of the Office of Dispute Resolution on new mediation techniques. In addition, the ECP managers heard speakers from outside the Department, including the Executive Director of the Hanford Joint Council, a representative from NAPA, and contractors from the Westinghouse and Wackenhut employee concerns programs.

In past years, our guest speakers have included representatives from the Government Accountability Project, the U.S. Office of Special Counsel, the Department of Labor's Office of Administrative Law Judges, an attorney who represents whistleblowers and who is a member of the Hanford Joint Council, a member of DOE's Office of Field Management who gave a presentation on the Facility Representative Program, and a representative of the Office of Environment, Safety and Health, who discussed the DOE Federal Employees Occupational Safety and Health program.

- - Employee Concerns Program Tracking System

With the Nevada and Savannah River Site ECP managers taking the lead, a revised tracking spreadsheet was developed for use in the collection and consolidation of 1998 data. The new design includes cross-checking of data and additional instructional material that results in consistent data reporting, while at the same time reducing the amount of time the forms will require for completion.

O Field Employee Concerns Activities

A number of successes were achieved by operations and field ECP's 1998. As indicated in the data in Section II, operations and field office ECP's continue to close out over 80 percent of the concerns on hand during the year. In addition, the percentage of concerns that were fully or partially substantiated increased by 64 percent. As in both 1996 and 1997, most concerns were resolved through the action of the ECP offices, often working in conjunction with appropriate DOE program offices at the sites.

The following example of a situation handled by a field element employee concerns office reflects many of the key elements of a successful employee concerns program: employees first worked within an existing system; good faith efforts were made to resolve the concern; the DOE employee concerns programs were available where concerns had not been fully resolved; and DOE employee concerns managers, working with DOE and contractor personnel, took extra steps to identify and resolve concerns and ensure health and safety issues were fully reviewed.

ES&H/Whistleblower Complaint: A concern was submitted to a DOE Manager by a former employee of a DOE contractor, receiving funding from another DOE facility. The contractor was doing work at DOE to set up, test, and operate a demonstration under the ES&H oversight of the DOE's site M&O contractor. The allegations focused on ES&H issues that had previously been reported to both contractor management and the DOE contracting office personnel. The concern originator also alleged that management had repeatedly taken actions as a result of employees raising issues that had a chilling effect on the workplace. Further, the individual filed a whistleblower complaint which alleged that, because he reported those concerns to the DOE contracting office, his employment had been terminated.

A Review Team, consisting of various DOE subject matter experts, including one DOE employee concerns office employee, was appointed to investigate the ES&H allegations and ensure that safe conditions for operations existed. The team reviewed over 250 documents, conducted interviews with contractor and DOE personnel, and performed an inspection of the system to validate that it was in a safe, shutdown mode.

The investigation identified deficiencies in contractual processes, operational oversight, and conduct of operations. It also identified that the contractor's issues resolution processes and management's actions regarding employee input were inconsistent, ineffective, and, in some instances, even punitive, thus clearly creating a "chilling effect" on the work environment.

The reprisal allegation was initially processed under provisions of the Department Contractor Employee Protection Program (10 CFR Part 708). Since the individual filed the same complaint with the Department of Labor (OSHA), the DOE complaint was dismissed. Although no official requirement remained, DOE employee concerns personnel worked closely with the OSHA investigator to eventually bring the parties to resolution.

In addition to success stories in resolving specific safety and reprisal concerns, several DOE employee concerns offices have taken steps to coordinate their efforts with contractor employee concerns programs. The following is an example of such efforts at the DOE Savannah River Site:

Savannah River Site Alternative Dispute Resolution Working Group (ADRWG)

The Savannah River Site Employee Concerns Organizations, consisting of DOE, Westinghouse Savannah River Company (WSRC), and Wackenhut Services Incorporated (WSI), have partnered to establish the Savannah River Site ADRWG.

- O The Mission of the ADRWG: Foster open communication and trust among employees, stakeholders, and the public, provide education and training on conflict management, and be a resource as trained third party neutrals and mediators to assist in resolving disputes.
- O The ADRWG Vision: Through its integrated approach to implementing various ADR techniques and initiatives, the Savannah River Site will be a model of excellence in conflict resolution programs. Its primary focus will be to resolve disputes and conflicts at the earliest stage possible and, as a result, open communication and trust will be enhanced with employees, supervisors, stakeholders, and the public; litigation costs will be reduced; and working relationships will be preserved and restored.
- O The ADRWG Core Values:
 - Individuals with differing interests have an equal right to be heard and respected.
 - Employees have the right to raise concerns without fear of reprisal.
 - Disputes should be resolved at the earliest stage possible.

Section II. EMPLOYEE CONCERNS PROGRAM STATISTICAL DATA

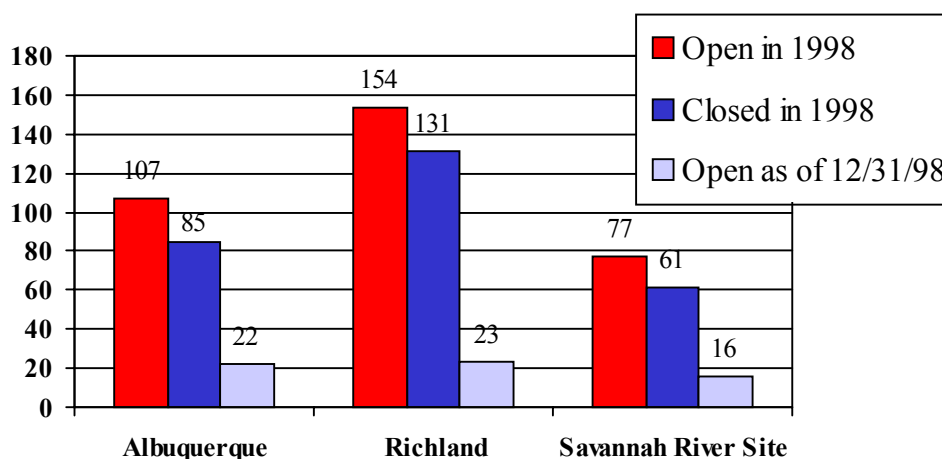
A. 1998 Employee Concerns Activity Levels

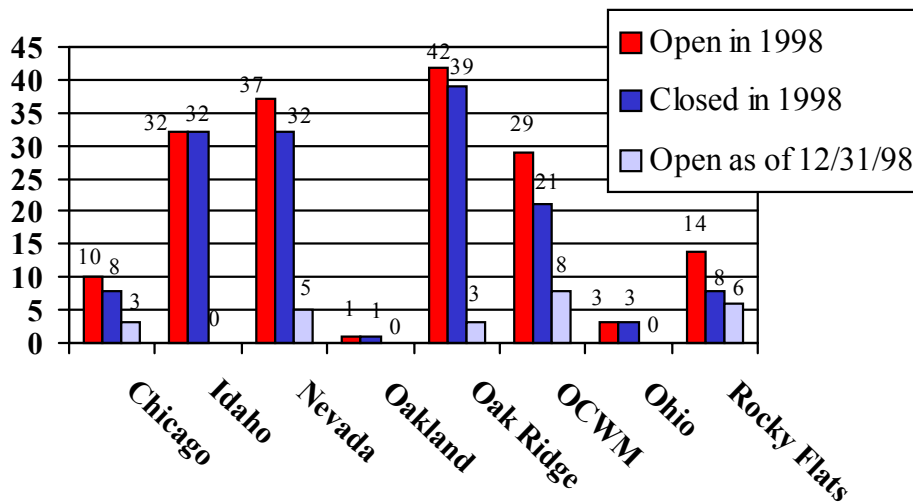
Receipt and Disposition. The data collected reflects concerns filed with the DOE operations and field ECP offices for calendar year 1998. It does not contain data relating to concerns, allegations, complaints, etc., filed directly by employees with appropriate offices such as the Office of Inspector General, civil rights offices, the Office of Environment, Safety and Health representatives, or through contractor employee concerns or grievance procedures.

The DOE ECP offices started 1998 with a total of 107 concerns that had not been closed out in 1997. During 1998, a total of 394 new concerns were opened and 5 previously closed concerns were reopened. The DOE ECP offices processed 421 of the concerns, leaving 85 open at the end of calendar year 1998.

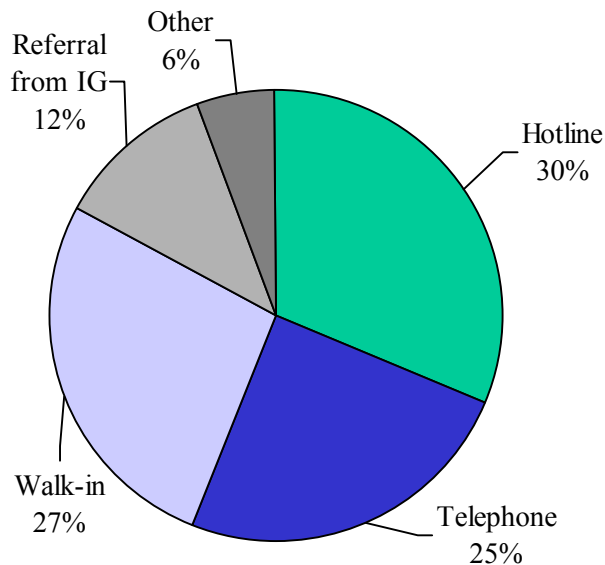
All of the DOE ECP managers reported that they routinely meet with contractor ECP representatives and coordinate efforts to resolve concerns at the lowest possible level. In addition, a variety of dispute resolution processes have been instituted by DOE and contractors, including ombudsperson programs, training a cadre of mediators, and joint labor-management partnerships for the resolution of issues. This success of these programs is helping to meet one of the primary goals of the DOE employee concerns program - to improve the responsiveness of management to concerns raised by their employees.

The charts below show the employee concerns activities at the major DOE field elements with respect to the processing of employee concerns in 1998. The figures for “Open” concerns refers to concerns that were either open at the end of 1997, were opened in 1998, or were reopened in 1998.





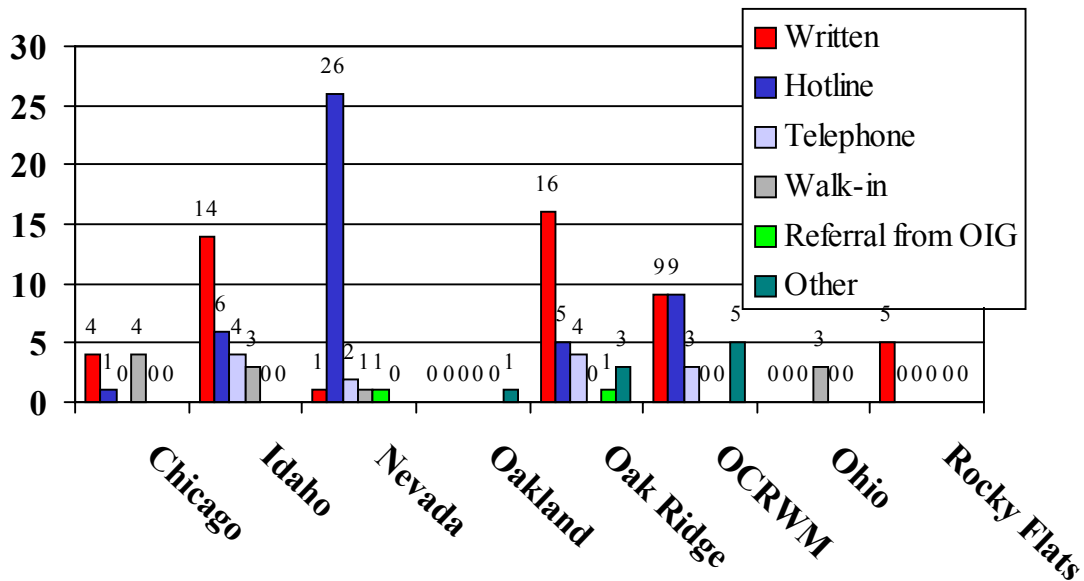
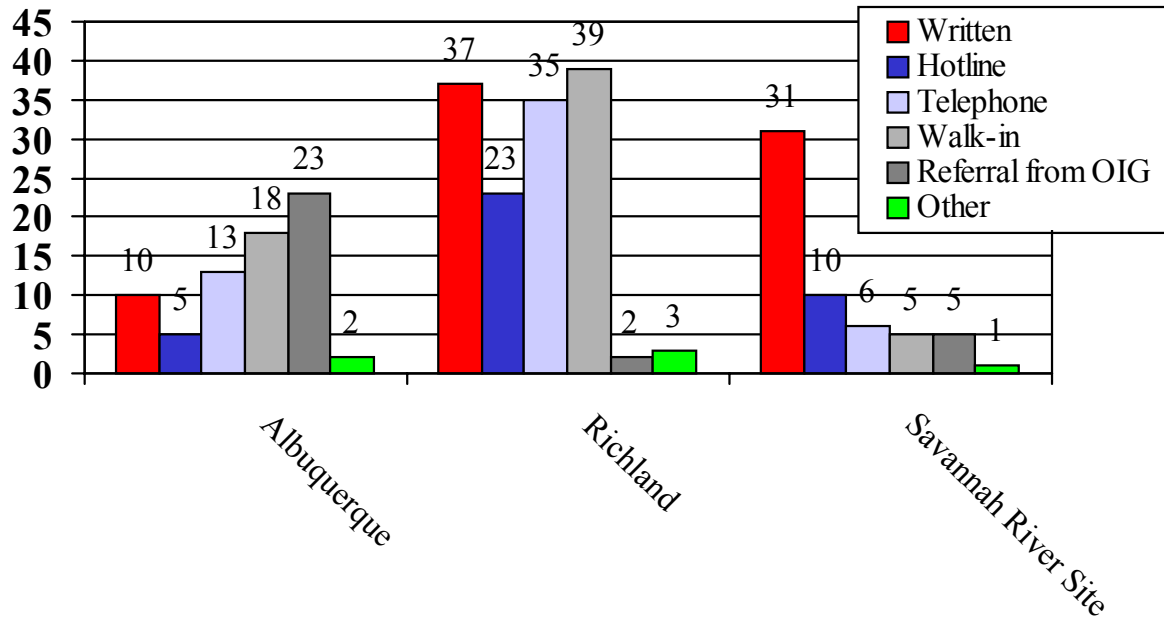
Sources of Concerns. The means by which concerns were brought to the attention of employee concerns offices differed among the offices. The four major methods by which concerns were submitted to the ECP offices were written submissions (127); hotline calls (85); walk-ins (73); telephone calls (67); and referrals from the Office of Inspector General (32). The remaining concerns (15) were referred from other DOE offices, Federal or state agencies, or miscellaneous other sources. The order of preference for employees to raise concerns is the same as it was in 1997.



Written concerns were the most prevalent methods used at the Savannah River Site, Idaho, Rocky Flats, and Oak Ridge. Hotline calls were the primary method by which employees filed employee concerns at Nevada, and walk-in employee concerns were the primary method at Richland, Chicago and Ohio. At Yucca Mountain (OCRWM), written and hotline concerns were the preferred method of contacting the employee concerns office. Albuquerque ECP was the only office where referral from the Office of Inspector General (OIG) was the leading source of

employee concerns (23, or 32 percent of Albuquerque's employee concerns). These 23 OIG referrals constitute 72 percent of all concerns referred to DOE ECP's by the OIG during 1998.

The distribution of methods by which new concerns were opened during 1998 at each field element ECP are shown in the following charts.



Subject Matter of Concern Four categories of concerns again accounted for 70 percent of the of the new concerns that were filed. They were: safety (94); management/mismanagement (71);

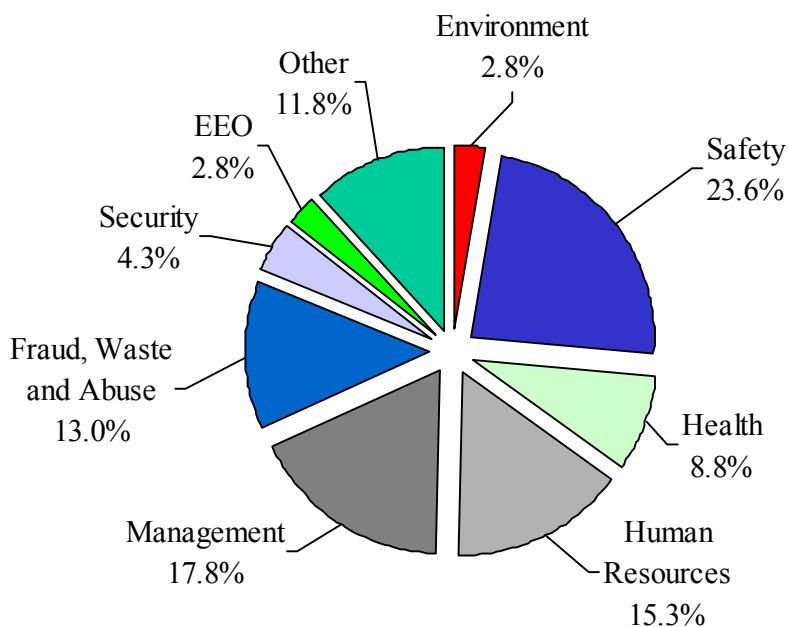
human resources (61); and fraud, waste and abuse (52). During 1998, safety was the largest single category of concerns filed, as compared to management/mismanagement in each of the last two years. The instructions for reporting employee concerns included the following examples of concerns for these four areas:

Management/mismanagement - re-engineering, policies and procedures, smoking, standard of conduct, reprisal and ethics.

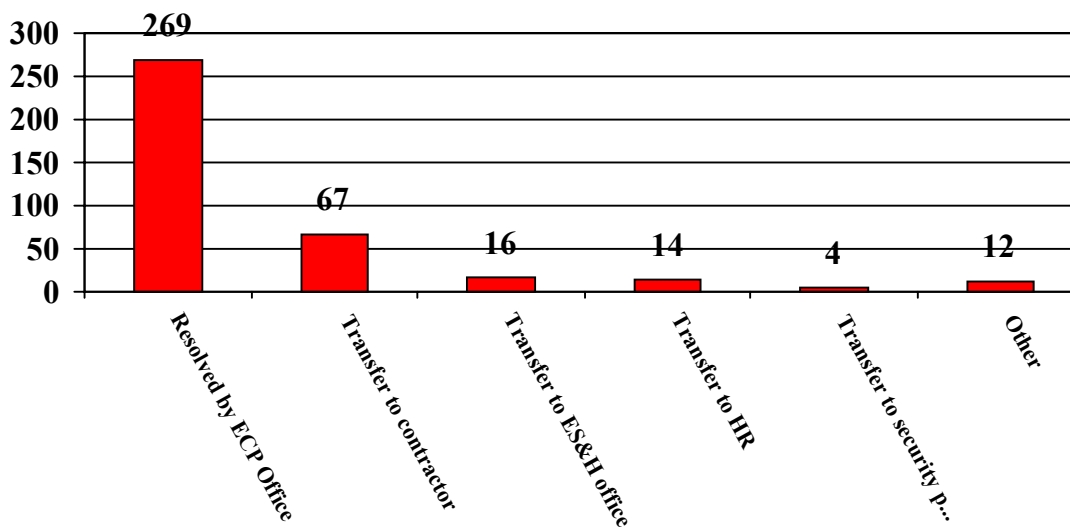
Human Resources - union relations, employee assistance program, Merit Systems Protection Board cases, personal grievance, contractor relations, policies/procedures, staffing, hiring, termination, work force restructuring/downsizing, awards/appraisals, promotion, selection, position qualification overtime and training.

Safety - hoisting and rigging, training, protective equipment, "lock-n-tag," fire equipment, fire department, ambulance, fires and Price Anderson Amendment Act.

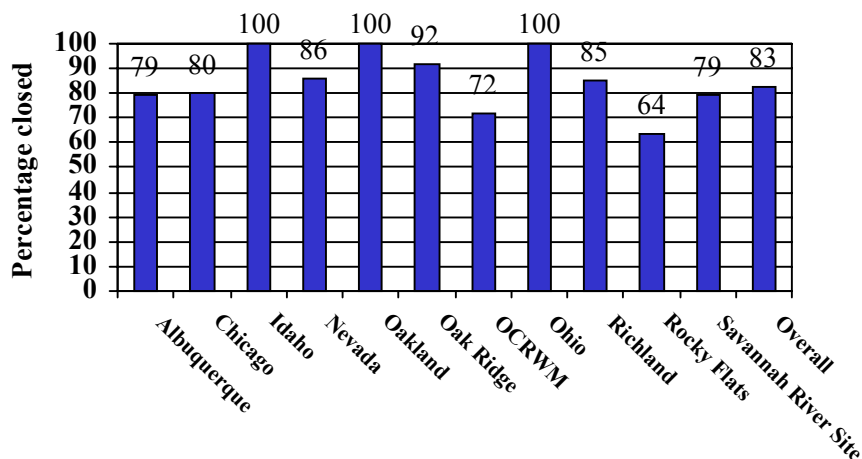
Fraud, Waste and Abuse - theft, gross inefficiency, abuse, authority/responsibility, destruction of Government property, misuse of Government vehicle and misrepresentation.



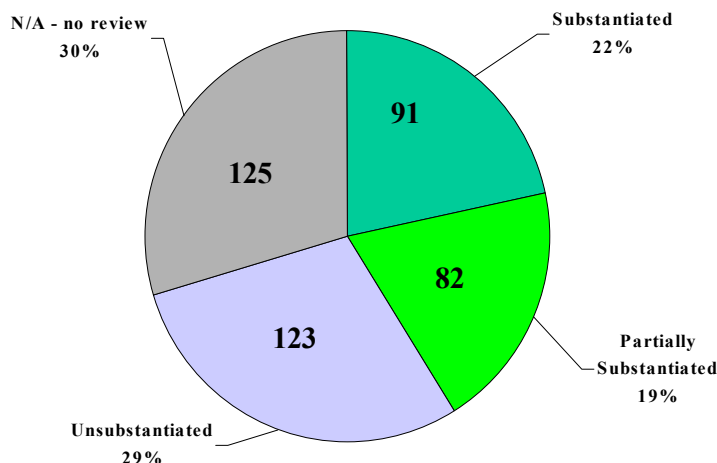
Closing Concerns. During 1998, 421, or 83 percent of the concerns on hand, were closed. The chart below shows the primary method by which employee concerns were closed. Concerns closed by employee concerns offices include those processed solely by the ECP offices as well as those closed by the ECP offices after they had received evaluations of the concerns from offices to which they referred the concerns. Concerns are considered closed by transfer when the concern is sent to other offices or organizations that have primary responsibility for the subject matter of the concern. Transferred concerns generally require no further action by ECP offices, although DOE ECP offices may request reports on actions taken where there are follow-up activities.



The chart below shows the percentage of concerns closed by field element ECP's, as well the overall closure rate.

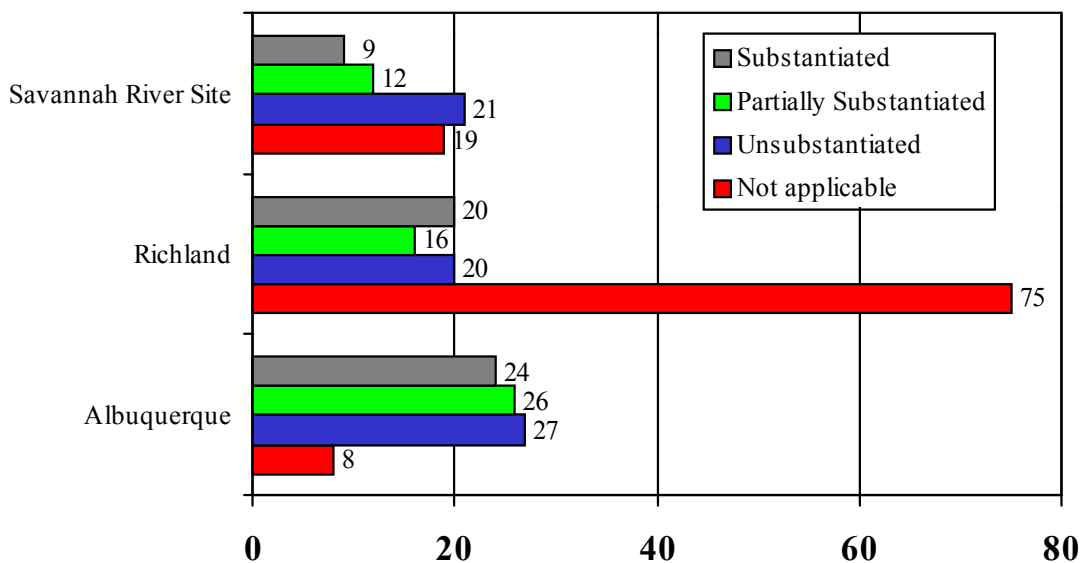


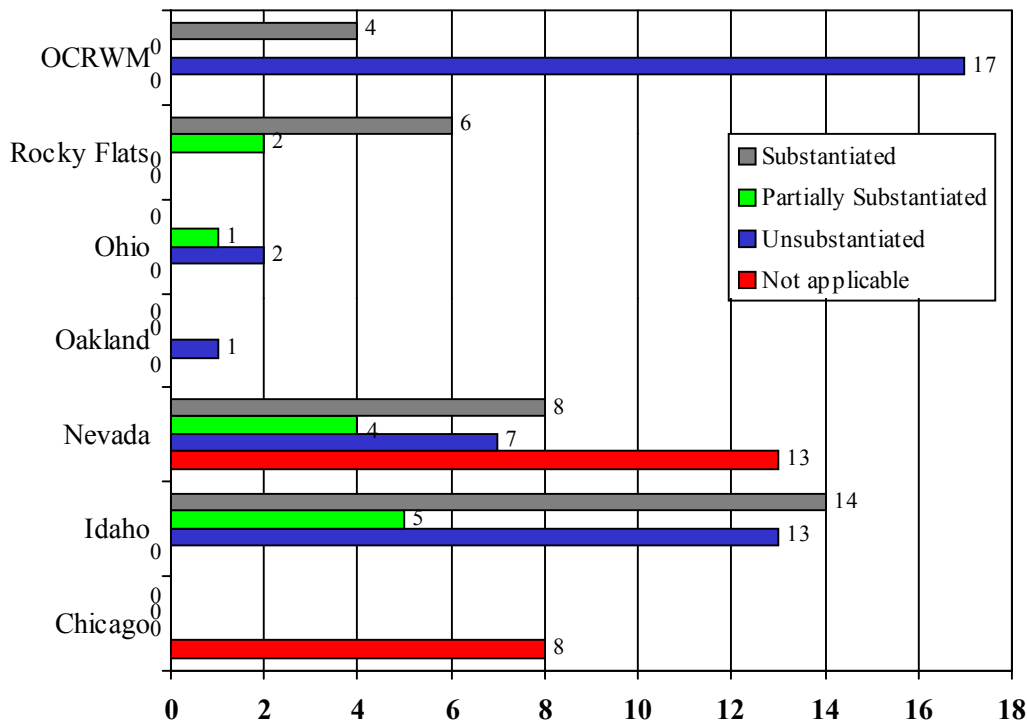
Level of Substantiation of Concerns. Beginning in 1997, data was collected to show the extent to which concerns submitted were substantiated, i.e., the number of concerns that were found to be either fully or partially verified as to the merits of the issues presented by concerned employees. Four categories were available for reporting this data: substantiated; partially substantiated; unsubstantiated; or not applicable. In 1998, the latter category, which accounted for 30 percent of the concerns closed, primarily reflects concerns where the nature of the concerns was not subject to factual substantiation or the concerns were outside of the jurisdiction of the employee concerns office that were therefore transferred to other offices and the outcomes not tracked by under the ECP.



As shown in the graph, 41 percent of all the concerns that were closed were partially or fully substantiated. Fifty-eight percent of the concerns that were subject to review (173 out of 296) were partially or fully substantiated. These figures are indicative of a process that is providing full and fair review of employee concerns.

The substantiation rates for each field element ECP in 1998 are shown below.



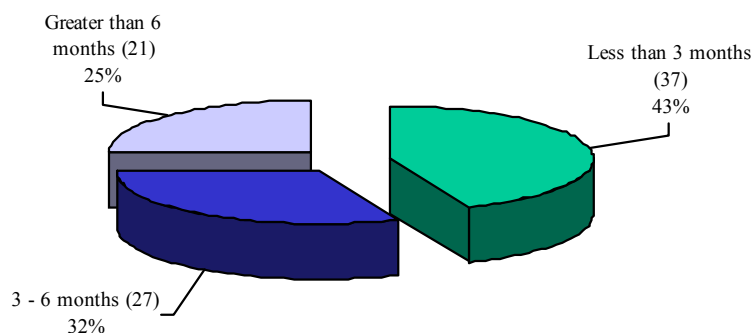
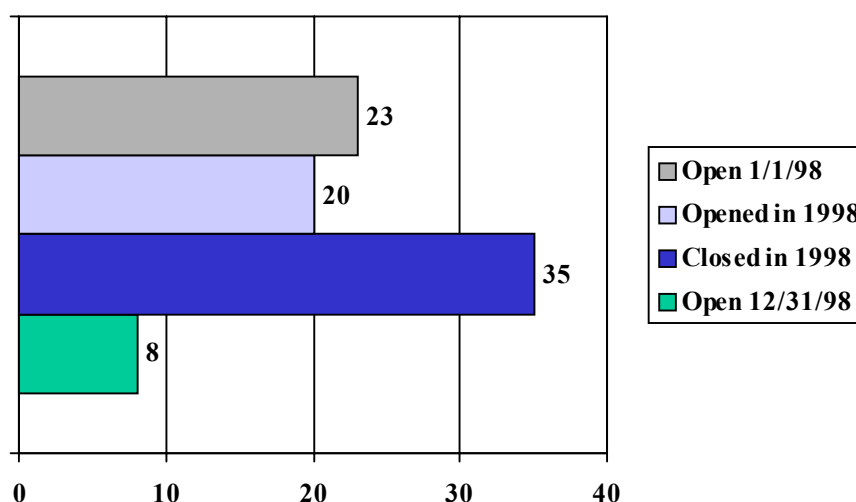


Age of Open Concerns. Data was collected to reflect the age of concerns that remained open at the end of 1998. Of the concerns that remained open at the end of 1998 throughout the DOE employee concerns complex, 37 (43 percent) had been open for under 3 months; 27 (32 percent) for 3 to 6 months; and 21 (25 percent) for more than 6 months. An initial review of the concerns that have been pending for more than 6 months indicated that many are concerns that were referred to ECP offices by the Office of Inspector General and involve issues that, by their nature, require more time to investigate and close. Additional steps will be taken to identify concerns that have been pending for more than 6 months, and steps taken to expeditiously resolve these concerns to the extent resources are available.

Status of Complaints Filed Under the Department's Contractor Employee Protection

Program. The statistics do not include whistleblower complaints filed by contractor employees with DOE pursuant to the Department's Contractor Employee Protection Program found in Part 708 of title 10 of the Code of Federal Regulations (Part 708). During calendar year 1998, the Office of Inspector General had jurisdiction over that program. As of April 14, 1999, the DOE Office of Hearing and Appeals will assume jurisdiction over Part 708 under revised regulations, published in the Federal Register on March 15, 1999.

Most of the ECP offices do, however, have responsibility for seeking informal resolution of the concerns as the first step of complaint processing. At the close of 1998, 6 cases remained open at the field level for action by field elements.

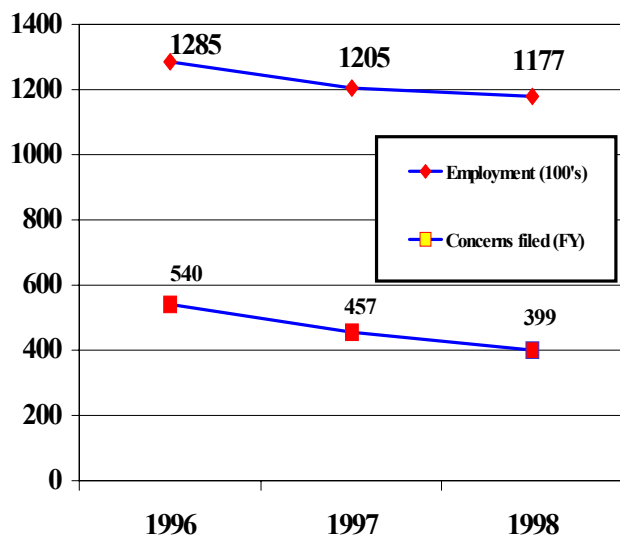


B. 1996-1998 Employee Concerns Program Trends

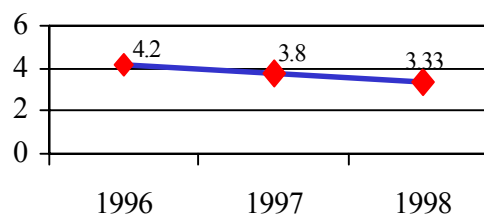
Inasmuch as we have been tracking this data complex-wide for three years, this year's ECP Activity Report can review trends over a 3-year period and provide some interesting insights. Three areas are of particular interest in terms of trends that have appeared. These areas are (1) the number of concerns filed, (2) the subject matter of concerns filed, and (3) the extent to which the concerns have been processed in a timely manner.

Number of Concerns Filed. The number of new concerns opened by the DOE ECP offices in 1998 was 58 fewer than were opened in 1997. Reductions in staffing levels in the DOE complex may account for some of the reduction, but our contacts with field elements indicate that a primary factor has been the expansion and effectiveness of contractor and other workplace dispute resolution systems. For example, at one DOE site, cooperative arrangements between a union and management accounted for approximately 300 employee concerns being resolved in an immediate and informal fashion on the shop floor. At another site, the number of arbitrations fell over the past three years from thirty-five to two to zero. The support structure of many ECP's has been strengthened, as more contractors develop programs of their own to immediately address employee issues.

The charts below indicate that while to some extent the decline in the number of concerns is consistent with lower employment levels, the number of concerns filed, per employee, is also lower.



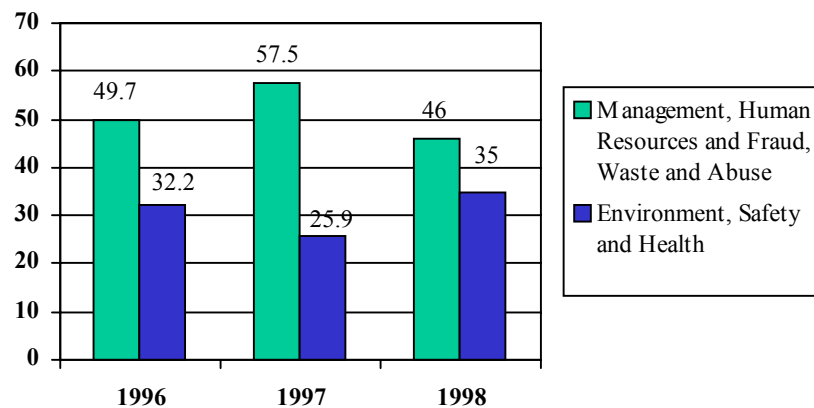
Concerns Per 1,000 Employees



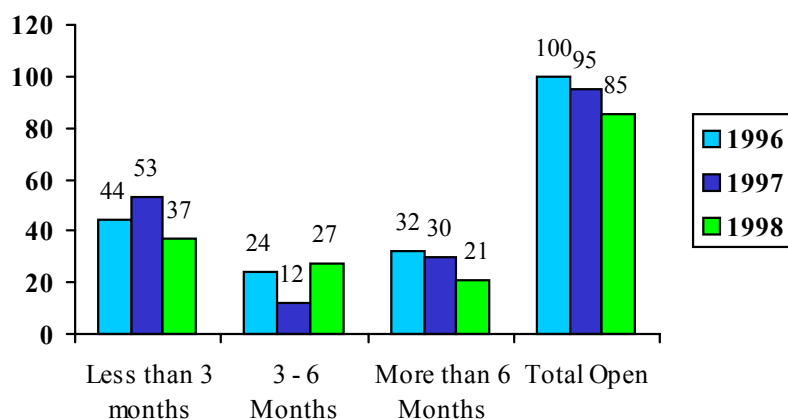
Primary Subject Matters of Concerns. In 1998 concerns in the areas of management/mismanagement decreased to 17.8 percent of concerns from 22.6 percent in 1997 and 19.9 percent of concerns in 1996. Human resources concerns constituted 15.3 percent of concerns in 1998 as compared with 25 percent in 1997 and 17.9 percent in 1996. These reductions may reflect a somewhat greater stability in the workforce than existed in 1996 and 1997.

In 1998, safety was the single largest concern category of concerns filed, accounting for 23.6 percent of concerns, or a 17 percent increase over 1997. In terms of the number of environment, safety and health (ES&H) concerns filed, there were 173 in 1996, 117 in 1997 and 139 in 1998.

However, ES&H concerns in 1998 remained a minority, (35 percent), of the concerns filed; ES&H concerns were 25.9 percent of the concerns filed in 1997 and 32.2 percent of the concerns filed in 1996.



Age of Open Concerns: 1996-1998. The total number of cases that have remained open at the end of the calendar year have declined each year for which statistics have been collected. In 1997 and 1996 the percentage of concerns that remained open at the end of the year that were more than 6 months old were 31.6 percent and 32 percent, respectively. At the end of 1998, only 21 concerns, or 25 percent of open cases, had been pending for more than 6 months. A significant reduction in the number of cases “open” for six months or longer has been a goal of the OEC because cases which are not promptly resolved within that time period can remain in the system for long periods of time, and the associated costs, for the agency as well as for the employee, are often very high.



Section III. FUTURE ACTIONS

1. Bring closure to the "old" whistleblower concerns being reviewed pursuant to the pilot program being administered by the National Academy of Public Administration.
2. Distribute to, and train ECP managers on, the revised DOE employee concerns data collection system.
3. Publicize on a national level the scope of the employee concerns program, the availability of the ombudsman function, and the DOE employee concerns program offices at the operations and field offices.
4. Assume responsibility for intake and informal resolution of HQ Part 708 cases and provide for training of ECP's on new expanded Part 708 roles (e.g., jurisdiction, initial fact-finding).
5. Develop and administer, in conjunction with the National Academy of Public Administration, a survey to determine customer knowledge of and satisfaction with DOE ECPs.
6. Provide, on the Headquarters Office of Employee Concerns Home Page, the employee concerns program Order and Guide; connections to the Office of Hearings and Appeals, Office of Dispute Resolution, Office of Inspector General, Office of Environment, Safety and Health, and the Department of Labor.
7. Identify concerns that have been pending for more than six months and determine the reasons for the extended period of time the concerns have remained open; assist ECPs with the expeditious resolution of such concerns to the extent possible.
8. Continue to promote the use of various Alternative Dispute Resolution mechanisms, including Concerns Review Panels, Difference of Professional Opinion (DPO) processes, mediation and facilitation.
9. Establish criteria for success measures for ECP's
10. Work with the Office of Environment, Safety and Health and the Secretary's Safety Council to define the role of DOE ECP's in the implementation of Integrated Safety Management Systems.

APPENDIX A

Employee Concerns Program Contacts

<u>Name</u>	<u>Organization</u>	<u>Telephone</u>	<u>FAX#</u>
<u>Headquarters</u>			
William A. Lewis, Jr.	HQ-OEC	(202) 586-4034	(202) 586-4924
Richard S. Fein	HQ-OEC	(202) 586-4043	(202) 586-4924
<u>Field</u>			
Michelle de Varela	Albuquerque	(505) 845-4935	(505) 845-4020
Eva Glow Brownlow	Albuquerque	(505) 845-5113	(505) 845-4020
Lorraine Cano	Albuquerque	(505) 845-4411	(505) 845 4020
Brenda Finley	Amarillo	(806) 477-3190	(806) 477-5894
Lucy Borjas	Chicago	(630) 252-2327	(630) 252-2919
Rick Parks	Idaho	(208) 526-1818	(208) 526-5964
Sara Rhodes	Nevada	(702) 295-7843	(702) 295-0134
Rufus Smith	Oak Ridge	(423) 576-4988	(423) 564-1939
Jim Dorn	Oakland	(510) 637-1808	(510) 637-2160
Frances Ellingberg	Oakland	(510) 637-1774	(510) 637-2160
Nancy Voltura	OCRWM (Yucca Mtn.)	(702) 295-2652	(702) 295-2755
Robert Folker	Ohio	(937) 865-5133	(937) 865-3426
James Jefferson	Ohio	(937) 865-3974	(937) 865-4728
Sandra Cramer	Ohio	(937) 865-4389	(937) 865-4728
Jennifer Sands	Richland 0998	(509) 376-1610	(509) 372-
Julie Goeckner	Richland	(509) 376-1198	(509) 372-0998
Dino Buen	Rocky Flats	(303) 966-2320	(303) 966-2212
Marcia Delmore	Savannah River	(803) 725-9578	(803) 725-5949
Diane Saylor	Savannah River	(803) 725-3745	(803) 725-5949
Office of Dispute Resolution			
Phyllis Hanfling	GC-12	(202) 586-6972	(202) 586-7479

APPENDIX B

Operations and Field Office Facilities

Operations Office

Facilities

Albuquerque

Grand Junction Project Office, Grand Junction, CO
Inhalation Toxicology Research Int., Albuquerque, NM
Kansas City Plant, Kansas City, MO
Los Alamos National Laboratory, Los Alamos, NM
Pantex Plant, Amarillo, TX
Sandia National Laboratory, Albuquerque, NM
Waste Isolation Pilot Project, Carlsbad, NM

Chicago

Ames Laboratory, Ames, IA
Argonne National Laboratory-East, Argonne, IL
Argonne National Laboratory-West, Idaho Falls, ID
Brookhaven National Laboratory, Upton, NY
Environmental Measurement Laboratory, New York, NY
Fermi National Accelerator Laboratory, Batavia, NY
New Brunswick Laboratory, Argonne, IL
Princeton Plasma Physics Laboratory, Princeton, NJ

Idaho

Idaho Chemical Processing Plant, Idaho Falls, ID
Idaho National Engineering Laboratory, Idaho Falls, ID
INEL Research Center, Idaho Falls, ID
Radioactive Waste Management Complex, Idaho Falls, ID
SMC Project, Idaho Falls, ID
Test Area North, Idaho Falls, ID
Test Reactor Area, Idaho Falls, ID
Waste Reduction Operations Complex, Idaho Falls, ID

Nevada

Amador Valley Operations, Livermore, CA
Los Alamos Operations, Los Alamos, NM
Nevada Test Site, Nye County, NV
North Las Vegas Facilities, North Las Vegas, NV
Remote Sensory Laboratory, Las Vegas, NV
Washington Aerial Measurements, Andrews AFB, VA

Operations Office

Facilities

Oak Ridge

K-25 Site, Oak ridge, TN
Oak Ridge Institute of Science and Education,
Oak Ridge, TN
Oak Ridge National Laboratory, Oak Ridge, TN
Paducah Gaseous Diffusion Plant, Paducah, KY
Portsmouth Gaseous diffusion Plant, Piketon, OH
Thomas Jefferson National Accelerator Facility,
Newport News, VA
Weldon Spring Site, St. Charles, MO
Y-12 Plant, Oak Ridge, TN

Oakland

Energy Technology Engineering Center,
Canoga Park, CA
Ernest Orlando Lawrence Berkeley National Laboratory,
Berkeley, CA
Lawrence Livermore National Laboratory, Livermore, CA
Stanford Linear Accelerator Center, Menlo Park, CA

Richland

Hanford Site, Richland, WA
Pacific Northwest National Laboratory, Richland, WA

Ohio

Ashtabula Environmental Management Project,
Ashtabula, OH
Columbus Environmental Management Project,
Dublin, OH
Fernald Environmental Management Project,
Cincinnati, OH
Miamisburg Environmental Management Project,
Miamisburg, OH
West Valley Demonstration Project, West Valley, NY

Rocky Flats

Rocky Flats Environmental Technology Site,
Rocky Flats, CO

Savannah River

Savannah River Site